







The poster is designed to look like a piece of aged, torn parchment. At the top center, the text "USAG FORT HOOD" is in a bold, sans-serif font. Below it, the words "LEADERSHIP PLEDGE" are written in a large, stylized, blocky font. To the left of "LEADERSHIP" is a U.S. Army star logo with "U.S. ARMY" underneath. To the right of "LEADERSHIP" is a red chess king piece. Further right is a circular emblem featuring a cross and other symbols. Below the title, a quote reads: "Taking care of our customers begins with taking care of our most valuable asset – our Garrison Professionals." This is followed by a paragraph: "IMCOM / USAG Fort Hood Leaders will provide our Team Members the same concern, respect and caring attitude that we expect them to share with our Customers – Soldiers, Families, Civilians and Retirees." The main section is titled "We pledge to position you for success with:" in a decorative font. Below this, seven items are listed, each starting with a large, bold letter: "An impactful on-boarding and orientation experience to welcome you to the Garrison Team.", "Clear performance standards; to include standards for service excellence.", "An Individual Development Plan (IDP) developed with your supervisor; reviewed during periodic counseling.", "Opportunities for personal growth and professional development.", "A recognition program to reward service and performance excellence.", "Engaged Leaders who seek and welcome your input and take action to continuously improve the organization.", and "An organization that embraces the concept of team, teamwork and empowerment." The final item is "A promise to hold ourselves and each other accountable." At the bottom, there are three signatures. The first is "HCP" for Henry C. Perry, Jr., Colonel, US Army, Garrison Commander. The second is "A. Leija" for Antonio Leija, Jr., CSM, US Army, Garrison Command Sergeant Major. The third is "K. M. Gogas" for Keith M. Gogas, Deputy to the Garrison Commander. A small circular seal is placed above the middle signature.

USAG FORT HOOD  
**LEADERSHIP PLEDGE**

*Taking care of our customers begins with taking care of our most valuable asset – our Garrison Professionals.*

*IMCOM / USAG Fort Hood Leaders will provide our Team Members the same concern, respect and caring attitude that we expect them to share with our Customers – Soldiers, Families, Civilians and Retirees.*

**We pledge to position you for success with:**

- A**n impactful on-boarding and orientation experience to welcome you to the Garrison Team.
- C**lear performance standards; to include standards for service excellence.
- A**n Individual Development Plan (IDP) developed with your supervisor; reviewed during periodic counseling.
- O**pportunities for personal growth and professional development.
- A** recognition program to reward service and performance excellence.
- E**ngaged Leaders who seek and welcome your input and take action to continuously improve the organization.
- A**n organization that embraces the concept of team, teamwork and empowerment.
- A** promise to hold ourselves and each other accountable.

  
Henry C. Perry, Jr.  
Colonel, US Army  
Garrison Commander

Antonio Leija, Jr.  
CSM, US Army  
Garrison Command Sergeant Major

Keith M. Gogas  
Deputy to the Garrison Commander



## **Garrison Recognition Program**

### **Introduction – Purpose**

The purpose of the Garrison Recognition Program is to recognize and reward team member and organizational work, performance and behaviors that support / further the mission, goals, values and initiatives of the Garrison. A robust, varied and fair recognition program is a simple and powerful tool to create and sustain a culture that engages and aligns team members with organizational goals. It applies to organizations of every size. What's more, it is low cost and one of the pre-conditions for establishing a service oriented culture within an organization. Professionals across the Garrison want to feel that their work, performance and effort is noticed, valued, respected and appreciated. This program provides the means, tools and ideas for leaders at all levels to establish a holistic recognition program - with the intent of recognizing Garrison professionals and celebrating their accomplishments. The tools provided will arm the Garrison with viable low cost / no cost ideas to recognize quality professionals and the invaluable services provided to Soldiers, Families, Civilians and Retirees.

### **Part 1 – Philosophy and Principles**

***Why Appreciate our Garrison Professionals?*** When team members feel appreciated, they are more productive and likely to stay with an organization.

Team members prefer to receive recognition from their first line leader / direct supervisor. The interaction and communication between the leader and the team member is key to a successful recognition program because most team members find this more meaningful than if the recognition comes from elsewhere.

The top two reasons leaders give for not recognizing team members are not having enough time and not knowing what to do. The tools provided in this document will help with the "what to do aspect".

When someone feels valued, they feel that they are part of the team and appreciated. Make recognizing "a job well done" a priority. It is an important part in making everyone feel appreciated and part of a winning team.

### ***The Power of Positive Reinforcement***

The benefits of an effective team member and organizational recognition program are many and varied. Simply put, appreciation is a fundamental human need. Team members respond to appreciation expressed through recognition of their good work because it confirms their work is valued and respected. When team members and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Additionally, praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to

## Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a “pat on the back” to make them feel good. Some of the tangible benefits of an effective team member recognition program include:

- ❑ Greater understanding of Garrison mission, principles, and goals.
- ❑ Increased team member engagement, productivity and motivation.
- ❑ Increased team member loyalty and retention; lower turnover. Team members who feel appreciated and respected will be more productive, motivated and have higher job satisfaction. Thus, they are likely to remain with IMCOM longer.
- ❑ Increased retention of mid to high performers.
- ❑ Overall increased team member morale. Team members often go above and beyond what is expected of them. Showing appreciation creates an environment of respect and gives team members a sense of ownership and belonging to their Garrison Installation Offices and Directorates.
- ❑ Fewer issues and complaints - both from team members and customers.
- ❑ Increased customer satisfaction and loyalty.
- ❑ Team members' model respect, appreciation, and caring for each other and customers in daily interactions. It improves the overall environment in which our team members and customers interact.
- ❑ Teamwork between team members is enhanced.

**Guiding Philosophy:** The following philosophy should guide our recognition program.

**The power of a simple “thank you”** - leaders should not forget the power of a simple ‘thank you’ to team members for a job well done. Taking short breaks during the day to visit with team members expressing your appreciation is a simple and effective recognition activity.

**Team Member and organizational recognition will be tied to the mission, goals, principles (desired employee behaviors) of the Garrison, IMCOM and Army values.** Recognizing team members / organizations for exhibiting behavior consistent with the values help the values come alive and build understanding and buy-in of the values. Recognize and reward the right things. You get what you pay attention to. If leaders positively comment on how an effort helps maintain Garrison principles and Army core values, or facilitates service excellence, or builds teamwork, etc. Garrison professionals will gain a greater appreciation for and know what is important to the organization. The Garrison Recognition Program provides a **variety / menu of recognition options** designed to afford leaders, at all echelons of the organization, the means to recognize deserving professionals and organizations.

**Fair: The program will be fair.** Garrison professionals must know and understand the criteria and standard used for formal recognition. There should be opportunity for all team members to receive recognition – whether for improving performance, for extra effort, for creativity, or for reliably doing their job each day.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

**Transparency:** The processes used to recognize team members and organizations will be as transparent as possible. To the maximum extent possible, recognition selection panels will consist of a varied group of Garrison professionals; not just senior leaders. This shares the decision making process and assists in obtaining team member buy-in of the program.

**Participation:** The program will include participation at all levels of the organization - peer to peer; leader/supervisor to team member; team member to leader/supervisor.

**Recognize teamwork:** As an organization that embraces the concept of *Team and Teamwork*, utilize team member/organizational recognition to highlight examples in action.

**Formal and informal recognition:** The program includes both formal recognition options / awards and informal recognition. Informal recognition should be used to the maximum extent possible as an effective means to provide quick, easy, on the spot recognition for outstanding performance and service. Formal recognition serves to supplement informal, day-to-day recognition of team members.

**Marketing:** In order to broaden the positive effects of employee / organizational recognition, efforts should be made to publicize and announce recognized team members and organizations. Give recognition to leaders that support a "recognition culture" with their actions and words by publicly noting their contribution, including it in their performance appraisal, inviting them to recognition celebrations, etc.

**Inspire Effort:** People who feel appreciated give more to the job than what is merely required. They are ready to give the "discretionary effort" necessary to a healthy organization. **Praise effort – Reward results.**

**Keep it Positive:** To have the greatest impact, the recognition message needs to be completely positive, specific, sincere, and given soon after the effort.

**Leader Engagement – Pay Attention:** An effective recognition program requires leader commitment, involvement and engagement at all levels. Leaders must create a culture which promotes and celebrates team member and organizational recognition. Pay attention – noticing when people are doing the right thing increases the probability they will repeat it. To the maximum extent possible, recognition (formal and informal) will be done face to face with the recognized team member. Do not underestimate the degree in which team members value kind words face to face.

### ***Key Factors in a Successful Recognition Program:***

**Commitment from Leadership:** Recognition programs tend to fail because leaders don't believe that recognition improves performance, or team members may not believe that senior leaders support recognition. Leaders, at all levels, must believe in, commit to, and tout the benefits of effective team member recognition.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

**Empower Leaders:** The most powerful assets an organization has to attract, retain and engage its workforce are its first line leaders. Unfortunately, some of our junior leaders don't have the skills to motivate and engage our Garrison team members. Leaders don't use recognition as a motivational and performance improvement tool because they don't know how, they don't think it is their job, or they don't think their team member's value it. All leaders should receive recognition coaching or training, which helps them identify team member motivation, assess their own strengths and weaknesses related to recognition, and identify how recognition can help them motivate their team members to achieve their own goals.

**Reach All Garrison Professionals:** In most cases, any kind of feedback is preferable to none at all. Obviously, recognition can be either positive or negative however, testing results have shown that positive recognition and constructive criticism are not opposites. Actually, results proved that the opposite of any kind of recognition is being ignored. The worst possible thing we can do to someone at work is to ignore him or her. Workplaces that continue to abide by the old culture – "If you don't hear anything, assume you're doing a good job" – will destroy the very human spirit that makes the true difference in quality output and service delivery. Leaders/supervisors good at providing recognition find ways to recognize each team member when that team member shows excellent performance.

**Align with Organizational Goals, Principles (shared behaviors), Army Values:** Alignment happens in individual day-to-day actions (behavior) of every team member. Therefore, recognition programs should clearly communicate and encourage the values and behaviors the organization is promoting.

**Decentralize Ownership:** An organizational recognition strategy should not stop teams, branches, divisions, directorates, etc. from establishing their own recognition program / effort.

**Be Multi-directional:** The more abundant that recognition is in a workplace culture, the more likely it will be to come in different forms and from different directions - not just from the top down, but up the hierarchy as team members recognize their leaders, and laterally as peers recognize peers.

**Ensure Meaningful Recognition:** Based on the 2018 Garrison Customer Service Culture Survey (CSCS), approximately 91% of Garrison team members are aware of the Garrison's Employee Recognition Program, approximately 95% are aware of the Garrison Commander's formal and informal recognition programs and approximately 93% believe that these recognition programs have improved the culture of the Garrison. These percentages show that employee recognition is important to Garrison employees. Effective recognition needs to relate to a team member's own wants or desires or it is a waste of time, not much better than no recognition at all. It is therefore vital that the Garrison continues to understand what types of recognition are most meaningful to its teams and individual team members.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

**Apply Consistently and Equitably:** Team member recognition programs that have no guidelines and allow managers to decide unilaterally who and what gets awarded are quickly perceived as fake. Leaders and team members should clearly understand the criteria and standard for recognition.

**Recognize Performance – Outstanding Service Immediately:** Recognition initiatives that are not tied to performance or are of forced quantity and timeliness will do little to drive the results the organization is seeking. Organizations should foster a culture where team members are awarded immediately for demonstrating the defined behaviors that drive overall organizational performance.

**Continuous Improvement:** Lack of freshness is the single largest complaint among team member participants in ongoing recognition initiatives. Instead of waiting for annual 'update' campaigns, you should meet frequently to share ideas, capture best practices and update the programs. Involved professionals should be empowered with the tools necessary to update communications and incorporate program changes.

**Consolidate Effort:** Tighter alignment, increased visibility, administrative efficiency, and economies of scale are a few of the organizational benefits for developing and maintaining a strategic recognition program. This effort should include a documented plan, high level framework for formal recognition and tools for all organizations.

**Recognition Culture:** A culture of recognition can extend past the individuals being recognized. Positive emotions are contagious and an environment rich in recognition produces such emotions spontaneously, creating an "upward spiral" to organizational success.

**Conclusion:** Effective recognition requires planning, careful thought, and empathy. Individual leaders at all levels can create meaningful recognition activities within the context of the overall recognition climate of their organizations. Adding additional recognition events and making the process personal are ways leaders can provide their IMCOM professionals with recognition that can make the difference between an organization that simply performs well and an organization whose team members are highly motivated and create truly outstanding results.

**Online Resources:** Managers who want guidance on praise and recognition of their employees can find a wealth of information on the Office of Personnel Management's (OPM) Web site: [www.opm.gov](http://www.opm.gov). OPM offers managers a "rewarding" portal, from which managers can delve deeper into recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions.

### **Part 2 – Program and Tools**

**Garrison Recognition Program – Concept of Operation:** Our program builds upon already established recognition and incentive opportunities that exist within IMCOM, the Garrison or external recognition opportunities in which Garrison professionals and



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

organizations are eligible for. The program applies a multi-layered or tiered approach to recognition, with recognition opportunities provided at all echelons of the command. It will include a small number of mandated recognition programs, at all levels of the command, designed to provide a baseline standard for team member and organizational recognition throughout the command. Enhancing and complimenting the mandated programs are optional – recommended programs (that is, a menu) that commanders and leaders may use to enhance, fully develop and provide a comprehensive and mature team member and organizational recognition program within their organization.

***Incentive Awards Program:*** Recognizing team members with incentive awards is probably one of the most flexible management tools you have as a leader. Public recognition of superior ideas and outstanding individual and team / group performance helps build morale. It can also help you as a leader to build and maintain a highly motivated and productive organization. Our team members will perceive that we welcome new ideas and reward high performance.

***Types of Recognition:*** There are three categories of recognition; monetary, honorary, and time-off. All can serve as motivation to the recipients and other team members. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of team members. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or a group of team members who have produced an excellent product or completed a complex assignment in an outstanding way.

### **Garrison Level Awards.**

- 1. Customer Service Incentivized Awards Program.** Employees who are mentioned specifically by name in ICE comments can be recognized each month by the Garrison Commander or his representative with a Certificate of Appreciation, presented in person at the employees place of work.
- 2. Hood Hero Awards.** Although the Hood Hero Awards Ceremony is an installation level ceremony, many of the awards are Garrison level awards, to include Customer Service Excellence Individual; Customer Service Excellence Team; Individual Quality Award; Outstanding Commitment to a Job Individual; Community Support to Fort Hood; Garrison Volunteer of the Quarter; Civilian Employee of the Quarter; Customer Service Warrior Award, ICE Service Provider Award; Installation Directorate level award; Directorate of Emergency Services Civilian Police Officer of the Quarter; Directorate of Emergency Services Civilian Fire Fighter of the Quarter; and Directorate of Emergency Services Civilian Security Guard of the Quarter. Any member of the Garrison may be nominated for these awards.
- 3. Garrison Civilian Recognition Ceremony.** This ceremony is designed to recognize Garrison Civilians for their time in service. The Garrison continues the Quarterly Civilian Employee Recognition Ceremony to present Career Service Certificates (CSC) to Department of the Army Civilians (DAC) in a ceremony to highlight their contributions and federal career service.



## Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

***The Appropriate Use of Awards:*** The granting of awards should be considered judiciously by leaders, especially in the area of performance awards, in order to avoid giving the impression that it is a team member's entitlement. Awards should only be granted where fully deserved, to those who meet the criteria, and with full explanation as to the accomplishments being recognized. In this way, you will maintain team members' confidence in the value and integrity of awards granted in your organization.

### ***Superior Accomplishment Awards:***

[Special Act or Service Award](#)

[On-the-Spot Cash Award](#)

[Time Off Award](#)

[Performance Awards](#) (Used to recognize employee's performance for the rating cycle.)

***Honorary Awards*** (These awards are listed in hierarchical order from the highest to the lowest):

[Secretary of Defense Medal for the Defense of Freedom](#)

[Secretary of the Army Award for Valor](#)

[Decoration for Exceptional Civilian Service](#)

[Meritorious Civilian Service Award](#)

[Superior Civilian Service Award](#)

[Commander's Award for Civilian Service](#)

[Achievement Medal for Civilian Service](#)

[Certificate of Appreciation for Patriotic Civilian Service](#)

[Civilian Award for Humanitarian Service](#)

[Certificate of Achievement](#)

[Certificate of Appreciation](#)

[Armed Forces Civilian Service Medal](#)

### ***Awards by Non-Federal Organizations:***

[Arthur S. Flemming Award](#)

[GEICO Public Service Award](#)

[Roger W. Jones Award for Executive Leadership](#)

[National Public Service Awards](#)

### ***DOD and Presidential Awards:***

[The President's Award for Distinguished Federal Civilian Service](#)

[Department of Defense Distinguished Civilian Service Award](#)

### ***DOD and Presidential Public Service Awards:***

[Presidential Medal of Freedom](#)

[Presidential Citizens Medal](#)

[Decoration for Distinguished Civilian Service](#)

[Department of Defense Meritorious Award](#)



Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC)  
Policy Letter, DPTMS - 04

***Miscellaneous Awards and Information***

[Invention Awards](#)

[Career Service Recognition for Civilian Employees](#)

[William H. Kushnick Award](#)

[John W. Macy, Jr. Award](#)

[Nick Hoge Award](#)

[Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award](#)

**AR 672-20 – Incentive Awards**

**AR 215-3, Non-appropriated Funds Instrumentalities Personnel**

**Policy; chapter 9, Incentive Awards:**

**9-8. Other incentives**

*Time-off awards.* Commanders may establish a time-off award program. Time-off with no charge to leave may be authorized in lieu of the traditional cash award for a special act or service. The DA Form **1256** or 5167 will indicate the number of hours approved. Team members may receive more than one time-off award. The maximum for a single award is 40 hours. The maximum for a 12-month period is 80 hours. The time-off award must be scheduled and used within one year of the approval date. A time off award may not be converted to a cash payment under any circumstances.

Tips to keep in mind:

- ☐ All operating budgets should include provisions for incentive awards.
- ☐ When disciplinary actions are pending on team members for whom performance awards have been recommended, all action on the awards will be suspended pending final determination on the disciplinary action.
- ☐ DA 1256 or 5167 is required for any award authorized by this regulation.

For more information on Time off Awards and other Incentive Awards, please reference AR 215-3, chapter 9 or AR 672-20, Incentive Awards.

***IMCOM Command Awards:*** The following are IMCOM Command Awards. All IMCOM team members are eligible to receive the awards. They are the highest awards given within the command recognizing excellence in installation management.

**IMCOM Stalwart Award (Per IMCOM Regulation 672-9, 16 July 2010):**

*Purpose—* Objectives of the Stalwart Award Program: The Stalwart Award was developed for IMCOM and approved by the Administrative Assistant to the Secretary of the Army. The award represents the Army's continued commitment to conducting business in the best way possible.



## Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

It recognizes IMCOM professionals (military and civilian) for the following achievements:

- ☐ Exhibiting strength and vigor in mind, body, and spirit in promoting the IMCOM mission and vision. These are individuals who have demonstrated the highest standards of performance in ways that are worthy of formal recognition.
- ☐ Achieving accomplishments that not only have been highly exemplary and an inspiration to others, but have significantly contributed to the Command's success and enhanced operational responsibilities.
- ☐ Standing out as model professionals among their peers and represent the ideals and values of IMCOM in the daily performance of their assigned duties.

*Evaluation criteria*— In order to emphasize the behaviors we desire in our IMCOM professionals, the IMCOM principles of S.E.R.V.I.C.E. will be considered in the evaluation criteria for the Stalwart Award.

- ☐ **SERVICE:** We will value Soldiers and Families, we are committed to serving them.
- ☐ **EXCELLENCE:** We will execute our mission to the highest standard possible.
- ☐ **RESPECT:** We will treat everyone with courtesy, dignity and respect.
- ☐ **VISION:** We will anticipate and remain agile in a dynamic environment.
- ☐ **INTEGRITY:** We will hold ourselves to the highest professional standard.
- ☐ **COMMUNICATION:** We will connect and engage with our communities, our customers, and with each other.
- ☐ **EMPOWERMENT:** We will make a positive impact on the lives of each other and those we serve.

**IMCOM Headquarters (HQ) Awards – Recognition Activities:** The following are Headquarters, IMCOM awards, recognition or engagement activities. All team members assigned to the HQ IMCOM and Army Environmental Command (AEC) are eligible to receive the awards and/or participate in the activities.

### **HQ IMCOM Professional of the Quarter/Year (POQ/POY): (FY17 Implementation)**

*Purpose*— Objectives: The HQ IMCOM POQ/POY is designed to recognize outstanding IMCOM professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

*Concept*—

#### **Professional of the Quarter Award**

- ☐ Awarded to one (1) outstanding HQ IMCOM professional each quarter.
- ☐ Presented at IMCOM Town Hall.



### **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

- ☐ One (1) nominee per HQ IMCOM Directorate.
- ☐ HQ selection board selects one (1) awardee.
  - o HQ selection board comprised of representative group of GS13-15/NF5 equivalent team members.
- ☐ All HQ IMCOM Directorate POQ nominees recognized/honored at IMCOM Town Hall.

#### **Award**

- ☐ IMCOM Professional of the Quarter Certificate.
- ☐ 16 hour Time Off Award-or \$250 monetary Award.

#### **Professional of the Year Award**

- ☐ Awarded one (1) outstanding HQ IMCOM professional each calendar year.
- ☐ Presented at IMCOM Town Hall.
- ☐ One (1) nominee per HQ IMCOM Directorate.
- ☐ HQ selection board selects one (1) awardee.
  - HQ selection board comprised of representative group of GS13-15/NF5 equivalent team members.
- ☐ All Directorate POY nominees recognized/honored at IMCOM Town Hall

#### **Award**

- ☐ IMCOM Professional of the Year Certificate.
- ☐ 24 hour Time Off Award- or \$500 monetary Award.

**\*Note:** HQ IMCOM Directorates are encouraged to manage an internal directorate level POQ programs. Directorate POQ awardees may be used as nominees for the HQ IMCOM POQ award.

### **HQ IMCOM Town Hall – Hero of the Month Spotlight Recognition: (FY17 Implementation)**

*Purpose— Objectives:* The HQ IMCOM Town Hall Hero of the Month Spotlight Recognition is designed to recognize and highlight outstanding HQ IMCOM professionals, leaders or organizational teams for significant contributions to the IMCOM Mission.

#### *Concept—*

- ☐ Conducted during monthly/quarterly HQ IMCOM Town Hall.
- ☐ Each HQ IMCOM Directorate selects one (1) professional or organizational team to be recognized.
- ☐ HQ IMCOM Directors present their outstanding professional(s) – organizational team.
- ☐ Accompanied by Power Point Picture – Narrative display (projected to the audience).

### **IMCOM Commanding General – Command Group Team Member ‘Brown Bag’ or ‘We Care that You Care’ Lunches: (FY17 Implementation)**

*Purpose— Objectives:* The IMCOM Commanding General – Command Group Brown Bag Lunch is designed to promote leader engagement and foster two-way communication within HQ IMCOM (that is, obtain feedback from IMCOM team member perspective).

## Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

### **Concept—**

- ❑ Conducted weekly (as leader availability allows).
- ❑ Representative professionals from all HQ IMCOM Directorates.
- ❑ Small groups (no more than 10).
- ❑ Targeted audience: All GS/NF grades.
- ❑ In the absence of the CG, other command group members may host the lunch (that is, DCG, Chief of Staff, CSM, DCOS).

**IMCOM Mandated Recognition Actions/Activities:** The IMCOM Recognition Program provides commanders and leaders maximum flexibility to determine, design and execute recognition actions/activities to accomplish the intent of the program. However, the following two actions are mandatory for all IMCOM organizations. How they are accomplished is at the discretion of the organization.

(1) **Document and publish/communicate the IMCOM organization recognition program:** A key component of a successful organizational recognition program is that members of the organization are aware that a recognition program exists, what its components are, what is available, who is eligible, etc., and that it is highlighted and communicated by leaders to organizational team members. IMCOM organizations are required to formally document their internal recognition program and then communicate the program to organization leaders and team members.

(2) **IMCOM Organization recognition forum:** IMCOM Organizations are required to conduct a minimum of one (1) recognition forum annually. As with documentation and publicizing the organization recognition program, a recognition forum is a public (organizational team members) display that team member and team recognition is an important part of the organizational culture. Examples of recognition forums include; team member recognition breakfast/lunch, incorporate recognition activities as part of team member town hall, etc. This does not preclude organizations from conducting additional recognition forums or activities.

**IMCOM Recognition and Leader Engagement Activities (Ideas - Menu):** The following are employee recognition / appreciation ideas to be utilized, at their discretion by leaders – organizations at all levels of the command. They represent activities and best practices from within IMCOM as well as external organizations. They are not mandatory, but recommended as means to enhance organizational recognition programs. Recognition programs (winners – nominees) should serve as the ‘feeder’ for ID recognition (that is winners should serve as nominees for ID recognition).

### **Service Culture Award**

**Purpose— Objectives:** The IMCOM Service Culture Award is designed recognize professionals who exemplify Service Excellence and demonstrate the IMCOM principles of S.E.R.V.I.C.E. – Service, Excellence, Respect, Visionary, Integrity, Communication, and Empowerment. The award highlights the importance of a service culture and service excellence within a service provider organization.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

### *Concept—*

- ☐ Quarterly & Annual award.
- ☐ Quarterly awardees automatically compete for Annual Award.
- ☐ In addition to automatic quarterly awardees competing, other nominations for annual award may be submitted (no limit).

### *Award—*

- ☐ Service Excellence Certificate (created at organization discretion).
- ☐ Achievement Medal for Civilian Service.
- ☐ 16 hour Time Off Award.

## **Professional of the Quarter (POQ) – Year (POY):**

*Purpose—* Objectives: The EOQ/EOY is designed to recognize outstanding IMCOM professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

### *Concept—*

- ☐ Quarterly & Annual award.
- ☐ POQ awarded to one (1) outstanding professionals each quarter.
- ☐ POY awarded to one (1) outstanding professional annually.
- ☐ Presented at Quarterly Recognition Breakfast/Lunch or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- ☐ One (1) nominee per division.
- ☐ All divisional nominees recognized/honored at the Quarterly Recognition Breakfast/Lunch.

### *Award—*

- ☐ Professional of the Quarter – Year Certificate (created at organization discretion).
- ☐ Achievement Medal for Civilian Service.
- ☐ 16 hour time off award.

## **Leader of the Quarter (LOQ) – Year (LOY):**

*Purpose—* Objectives: The LOQ/LOY is designed to recognize outstanding leaders who exemplify the components and principles of the IMCOM Leadership Pledge. Since leader behaviors are vital to establishing and maintaining a service culture, this award highlights and recognizes those leaders who embrace the concepts of the Leadership Pledge.

### *Concept—*

- ☐ Quarterly and Annual award.
- ☐ Awarded to one (1) outstanding leader each quarter.
- ☐ Awarded to one (1) outstanding leader each year.
- ☐ Presented at Quarterly Recognition Lunch/ Breakfast or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- ☐ One (1) nominee per division.

## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

- ☐ All divisional nominees recognized/honored at the Quarterly Recognition Breakfast/Lunch.

### ***Award—***

- ☐ Leader of the Quarter – Year Certificate (created at organization discretion).
- ☐ Achievement Medal for Civilian Service.
- ☐ 16 hour time off award.

## **Professionals' Recognition Breakfast / Lunch / Forum**

*Purpose—Objectives:* The Professionals' Recognition Breakfast / Lunch / Forum is designed to provide a forum to highlight – recognize outstanding IMCOM professionals and teams. It is designed to promote and foster a team environment, team member sense of belonging to the organization, and leader engagement.

### ***Concept—***

- ☐ Quarterly execution.
- ☐ Provides an opportunity for leadership to honor and recognize outstanding professionals and teams. Provides opportunity for leaders (at all levels) to engage with their fellow professionals.
- ☐ Examples of items that can be highlighted during the forum: positive ICE comments, recognition from supported commands, outstanding effort, Professional/Leader of the Quarter, Length of Service, etc.

## **Annual Accomplishment Town Hall or Recognition Event**

*Purpose— Objectives:* The Annual Accomplishment Town Hall or Recognition Event is designed to provide a forum in which leadership can highlight – recognize (individual and team) accomplishments during the year. It is designed to show that leadership acknowledges, respects, appreciates, values and appreciates the outstanding work accomplished during the year. It is intended to give IMCOM professionals a sense of pride in the achievements of their organization and their team.

### ***Concept—***

- ☐ Employee Town Hall(s) – may have to conduct several to ensure all team members have the opportunity to attend.
- ☐ Leadership (GC) presents – highlights significant accomplishments (both individual and organizational) of that year.
- ☐ Outlines priorities and focus areas for following year.

## **Commander / Leadership Letter of Appreciation to outstanding IMCOM Professionals – Organizations – Teams**

- Hand written (more powerful).
- Given to Professionals of the Month, Professionals of the Quarter, Professionals of the Year, members of organizational teams who demonstrate superior service or achievement, etc.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

### **Directorate Professional or Leader of the Month**

*Purpose*— Recognize outstanding IMCOM professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

*Concept*—

- Monthly award.
- Conducted – awarded by each Directorate (that is, DPW, DHR, DFMWR, DPTMS – each select – recognize their own Professional of the Month).
- Can be recognized at Quarterly Recognition Breakfast/Lunch /Forum.

*Award*— Organization discretion.

### **Peer to Peer Recognition Program**

*Purpose*— Establish a mechanism allowing IMCOM professionals to nominate-recognize fellow professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

*Concept*—

- Nomination cards (reference Part 3 Products).
- Establish collection boxes at directorate/divisional locations.
- Team members who receive nomination cards recognized at Employee Recognition Breakfast/Lunch.

**ICE Recognition:** Recognize IMCOM professionals – organizations who receive positive ICE comments – reinforces service culture.

*Purpose*— Reinforce service culture and recognize outstanding professionals/teams.

*Concept*—

- Read ICE comment.
- Present in front of team member co-workers (that is, leadership recognizes employees in front of their co-workers).
- Option: recognize team members who receive positive ICE comments during staff meetings.

*Award (options)*—

- Coin, pin, Service Excellence Certificate, certificate of appreciation, time off award.

### **Newsletter**

- IMCOM Professional Recognition section.
- Team member birthday – Special Day section.

## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

### **Professional Recognition Display Board (Wall of Fame)**

*Purpose—* Celebrate and honor excellence

*Concept—*

- Post in organization HQ.
- Option: Directorate/divisional team member recognition boards.
- Pictures of outstanding professionals – organizations (that is, POQ/POY, LOQ, LOY, length of service recipients, etc.).
- Post positive letters, ICE, e-mails from customers.
- Commander / Leadership Letter of Appreciation to outstanding professionals' Family

### **Leadership Appreciation E-mail to outstanding professional**

- cc supervisor and team member co-workers / teammates.

### **Installation Digital Signage Professional – Organizational Team Recognition**

That is, advertise – post on installation digital signs names of outstanding professionals – organizations.

### **Highlight outstanding professionals – organizational teams during staff meetings**

- That is, spotlight awards – staff meetings, town halls, etc.
- Informal recognition.

### **Special parking designation**

- Directorate Professional of the Month/Quarter.

### **Post a thank you note in the team member's work area**

### **Team Member Suggestion Program**

### **IMCOM Professional/Team Member Board**

- Consists of a certain number of professionals from each directorate/division/facility.
- Meet monthly and talk/discuss issues/concerns/kudos that are going on in their areas.
- They work "voice of the employee" issues – making improvement recommendations for the workforce.

### **"Solve the Problem" Tiger Team**

*Concept—*

- Similar in construct to **Army Family Action Plan (AFAP)** - if the organization is having a problem/challenge, invite team-members to serve on a tiger team to work on fixing the problem.
- Charge them to study data, make recommendations, create a budget, etc.
- Leader's only role is as champion to provide resources and break-down barriers.



## **Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

- This recognizes that our people have the answers to almost all challenges the organization faces.

### **Facilitator for IMCOM Team Member Orientation (TMO)**

- Being a part of the TMO facilitation team is a recognition opportunity – it shows the organization thinks highly enough of the team member to trust them to help onboard others.
- Reference IMCOM On-boarding Program for information on TMO.

### **Leadership – Team Member Brown Bag Lunch**

#### *Concept—*

- Conducted monthly/quarterly.
- Rotate directorates – targeted audiences.

### **Leadership Brown Bag Lunch with New IMCOM Team Members (Welcome)**

#### *Concept—*

- Conducted quarterly or as required
- Attended by senior leadership (GC, DGC, CSM, Directors, etc.)

### **Day with the Garrison Commander**

*Concept—* Allow select outstanding professionals to spend a day 'shadowing' the Garrison Commander.

### **Organization 'Day in the Life'**

#### *Concept—*

- Members of the Command Team – Directors – leadership perform front line team member duties
  - Examples: Serving as access control guards, check-out at outdoor recreation, ACS front door, ID Card in-out processing, etc.

### **Casual Dress Day**

### **Empowerment Award**

*Purpose—* Recognize professionals who demonstrate initiative, good ideas, improve operations, etc. Emphasizes empowerment philosophy.

### **Extra Mile Award**

- Recognize professionals who put forth extra effort.

### **Staff Meeting at Off-Site**

- Over breakfast/lunch.
- Relaxed environment.
- Build team concept.

**Enclosure 3 (Garrison Recognition Program) to Garrison Service Culture Campaign (SCC)  
Policy Letter, DPTMS - 04**

**Organization Day – Spirit Week**

**Program – Staff Functional Outstanding Achievement Awards**

*Purpose*— Recognize professionals who receive certifications, credentials, complete functional training, etc.

**Leader Birthday Letter/Card to IMCOM Professionals on Their Birthday**

**Spirit of “FRED” Award:**

- Fred is acronym for “Friendly” “Resourceful” “Enthusiastic” “Dependable”.
- Presented to IMCOM professionals who exemplify these characteristics.

**Rotating Trophy:**

- Find a trophy or figurine that you can pass around the office. Give it to an IMCOM professional who has exemplified one of your organizational values, and let them keep it on their desk for a week. The following week/month, let that employee hand it off to one of their peers who has done the same.

**Staff Appreciation Day**

*Concept*— Once a year where leaders supply cooks, food, etc. – leaders serve.

**Part 3: Products**

***Peer to Peer Recognition Card:***

Team Member: \_\_\_\_\_  
Work Location: \_\_\_\_\_  
Recognized by: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader Name & Signature: \_\_\_\_\_

I recognize you for demonstrating the IMCOM Principles

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



***Sample IMCOM Professional Recognition Letter:***

Below is a sample thank you letter that leaders and/or co-workers can write to a team member to recognize the IMCOM professionals or a team's good work. The semi-formal team member recognition letter can be written in just a few minutes. Keep in mind that a team member recognition letter is appropriate from co-workers, professionals in different departments/branches, and leaders at all levels within the organization. When possible, handwritten letters or notes should be utilized vice prepared form letters. A prepared birthday note or note of appreciation signed by leaders is great, but a handwritten note signed by leaders and co-workers is more personal and sends a powerful message of caring leadership to the receiving team member.

***Dear Barb,***

***Just wanted to let you know how much we appreciated your help with the training classes. We would have missed our due date without everything you did to make the instructional language consistent in the email, and on the Web site.***

***Our team members will be thankful for the fact that the instructions are straightforward and easy to understand. Even the graphics added to the message and helped with the clarity.***

***I know you had to have let other work slide on our behalf so you must be feeling swamped right now. On behalf of everyone involved in the training, thank you for your effort and all you have done!***

## **Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

### **Garrison Operation Excellence (OPEX) Customer Service Training**

**Program Introduction – Purpose:** The Garrison OPEX Training Program is the Garrison Commander's enterprise approach to providing standardized customer service training to the Garrison workforce. It applies to all Installation Support Offices and Directorates.

#### **Background**

The IMCOM OPEX Training Program is modeled after the Family and Morale, Welfare and Recreation (FMWR) Operation Excellence (OPEX) customer service curriculum. NAF law and regulations prevent NAF faculty from fully training the IMCOM workforce outside of FMWR. This creates a training gap that leaves over half of the IMCOM workforce unsupported. To address this training gap, IMCOM instituted a train-the-trainer model utilizing the OPEX curriculum. Each IMCOM organization appoints an Appropriated Fund (APF) professional to serve as their primary customer service facilitator to support directorates outside of Family and MWR. The CIM provides a robust train-the-trainer regimen to certify facilitators to deliver OPEX Training.

#### **Concept of operation**

The Garrison OPEX Training Program follows the same methodology and process the IMCOM program does, which is designed to fully train all Garrison personnel (employees and leaders) in the finer aspects of customer service. The program consists of three (3) phases: Phase 1: Delivery of Initial OPEX for Employees and OPEX for Leaders Training; Phase 2: Annual Customer Service Refresher Training; and Phase 3: Sustainment of Customer Service training for newly assigned personnel.

**Phase 1:** During this phase, all Garrison employees and leaders are required to attend the 4-hour OPEX for Employees and OPEX for Leader's training class.

**Phase 2:** During this phase, leaders from the Garrison ISOs / ISDs can facilitate annual customer service refresher training for employees as needed, using the 20 example modules provided. OPEX refresher training for leaders will be facilitated by the Garrison Service Culture Educator, using the modules provided by the IMCOM Academy.

**Phase 3:** This is an on-going phase that will provide quarterly OPEX for Leaders and OPEX for Employees training opportunities for those employees and leaders who have been recently hired to the Garrison. Employees who are recommended by their supervisory chain can also go back through OPEX training.

OPEX and OPEX for Leaders training are experiential learning programs that follow the Army Learning Model and adult learning principles. The training is designed for active participation, with an ideal size of 16-24 students per class. This hands-on, classroom training utilizes a variety of individual and small-group exercises; it is not lecture-driven instruction and cannot be delivered to groups in an auditorium setting.



## **Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

The Garrison Service Culture Educator will continue to provide OPEX training to all Appropriated Fund (APF) employees, while Non-Appropriated Fund (NAF) employees will continue to be trained by the Family and MWR Service Culture educator. Initial OPEX Customer Service training is a one-time attendance requirement. Leaders may choose to send select employees back through the training if the need is warranted.

Reporting of OPEX training will be in compliance with the IMCOM reporting requirements, outlined in IMCOM OPORD 18-107.

### **Initial OPEX Training**

The OPEX course helps Garrison professionals understand the Service Culture foundations and hone their skills in delivering outstanding customer service as promised in the Garrison Pledge to our Customers. The training clearly communicates standards to ensure consistent customer service delivery across Army IMCOM organizations. The course is also an essential part of on-boarding new team members, setting the standard and foundation of success for customer service delivery.

The target audience for OPEX Training are all members of the Garrison. New employees should complete OPEX within their first 30-90 days of employment, if possible. Leaders have flexibility in how best to prioritize the scheduling of staff to attend OPEX training:

- It is recommended that all Garrison staff attend OPEX because a key tenant of a customer-focused culture is that all customers, both "external" customers who utilize IMCOM's "front-door" programs/services, as well as the "internal" customers (aka "back-door") who serve each other as a team in executing the IMCOM mission, deserve courtesy and respect. The principles taught in OPEX equally apply to both audiences.
- Soldiers assigned to IMCOM are expected to attend.
- Contractors could attend depending on the nature of their contracts and local requirements (for example, some contracts say the contractor is expected to provide a fully trained employee, so the Garrison wouldn't want to incur an expense that violates stipulations of the contract).

OPEX is a four-hour course that focuses on the service experience, successfully resolving challenging situations with customers, and being a professional when serving Garrison customers. Topics include:

- Learning Garrison Service Culture foundations.
- Creating strategies to deliver on the Garrison Pledge to our Customers.
- Applying the eight CUSTOMER techniques:
  - Cheerful Greetings – for every customer.
  - Use Positive Communication, in person, on the phone, and in email.
  - Show a Positive Image – Be Professional.

## Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

- **T**eamwork – supporting the IMCOM team.
- **O**wn your job – take responsibility for the role you play in service delivery.
- **M**ake it up to the customer – Solve problems at the lowest level.
- **E**xtra mile – exceed customer expectations.
- **R**emember to thank every guest.
- Developing strategies to resolve challenging situations.
  - Analyzing the root of customer dissatisfaction.
  - Using the BEST strategy to solve problems:
    - **B**e There
    - **E**mpathize.
    - **S**olve.
    - **T**hank.
  - Projecting professionalism when delivering customer service.

### **OPEX for Leaders Training**

The OPEX for Leaders course is a key component of building a service culture in the Garrison. The training supports leaders in engaging their employees and delivering the promises of the Garrison Leadership Pledge, focusing on key behaviors such as empowerment, recognition, and communication.

The target audience for OPEX for Leaders are managers and supervisors, who should take this training in addition to initial OPEX training. The Garrison Service Culture Educator will deliver OPEX for Leaders training for directorates (- Family and MWR).

OPEX for Leaders is a four-hour workshop in which Garrison leaders develop a personalized action plan that includes specific improvements to deliver the Garrison Leadership Pledge. The workshop focuses on leaders delivering excellent customer service to internal customers, setting up team members for success, and effectively communicating with team members. Topics include:

- Generating ideas to improve internal customer service to team members.
- Creating strategies to empower team members.
- Building a positive recognition plan.
- Adapting one's own communication based on team members' preferred communication styles.

### ***Annual Customer Service Refresher Training.***

The Garrison will continue to provide opportunities for the workforce to refresh their skills every year in customer service delivery. Annual refresher training keeps the Garrison focused on the importance of creating value for our customers through consistent and easily-accessible service.

Beginning the fiscal year after completing initial OPEX and OPEX for Leaders training, Garrison professionals will complete shorter annual customer service refresher training



## **Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

to maintain customer service competency and build higher-level skills. Refresher training for Employees can be conducted at the lowest level, while OPEX for Leaders will be facilitated by the Garrison Service Culture Educator.

A variety of targeted OPEX and OPEX for Leaders refresher training topics are available in the Service Culture Campaign SharePoint page ([https://army.deps.mil/army/cmds/imcom\\_HQ/SCI/SitePages/Home.aspx](https://army.deps.mil/army/cmds/imcom_HQ/SCI/SitePages/Home.aspx)) to meet the needs of learners and facilities, including:

- Stand-alone OPEX and OPEX for Leaders follow-on lessons that OPEX Facilitators can deliver, either in classroom settings or directly at the facility/program level.
- "Hip-pocket" training—refresher training guides written for leaders to be able to directly deliver to staff at a meeting or a short training session.
- Leader workshops focused on how to sustain a service culture.

## **Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

### **Garrison Operation Excellence (OPEX) Customer Service Training**

**Program Introduction – Purpose:** The Garrison OPEX Training Program is the Garrison Commander's enterprise approach to providing standardized customer service training to the Garrison workforce. It applies to all Installation Support Offices and Directorates.

#### **Background**

The IMCOM OPEX Training Program is modeled after the Family and Morale, Welfare and Recreation (FMWR) Operation Excellence (OPEX) customer service curriculum. NAF law and regulations prevent NAF faculty from fully training the IMCOM workforce outside of FMWR. This creates a training gap that leaves over half of the IMCOM workforce unsupported. To address this training gap, IMCOM instituted a train-the-trainer model utilizing the OPEX curriculum. Each IMCOM organization appoints an Appropriated Fund (APF) professional to serve as their primary customer service facilitator to support directorates outside of Family and MWR. The CIM provides a robust train-the-trainer regimen to certify facilitators to deliver OPEX Training.

#### **Concept of operation**

The Garrison OPEX Training Program follows the same methodology and process the IMCOM program does, which is designed to fully train all Garrison personnel (employees and leaders) in the finer aspects of customer service. The program consists of three (3) phases: Phase 1: Delivery of Initial OPEX for Employees and OPEX for Leaders Training; Phase 2: Annual Customer Service Refresher Training; and Phase 3: Sustainment of Customer Service training for newly assigned personnel.

**Phase 1:** During this phase, all Garrison employees and leaders are required to attend the 4-hour OPEX for Employees and OPEX for Leader's training class.

**Phase 2:** During this phase, leaders from the Garrison ISOs / ISDs can facilitate annual customer service refresher training for employees as needed, using the 20 example modules provided. OPEX refresher training for leaders will be facilitated by the Garrison Service Culture Educator, using the modules provided by the IMCOM Academy.

**Phase 3:** This is an on-going phase that will provide quarterly OPEX for Leaders and OPEX for Employees training opportunities for those employees and leaders who have been recently hired to the Garrison. Employees who are recommended by their supervisory chain can also go back through OPEX training.

OPEX and OPEX for Leaders training are experiential learning programs that follow the Army Learning Model and adult learning principles. The training is designed for active participation, with an ideal size of 16-24 students per class. This hands-on, classroom training utilizes a variety of individual and small-group exercises; it is not lecture-driven instruction and cannot be delivered to groups in an auditorium setting.



## **Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

The Garrison Service Culture Educator will continue to provide OPEX training to all Appropriated Fund (APF) employees, while Non-Appropriated Fund (NAF) employees will continue to be trained by the Family and MWR Service Culture educator. Initial OPEX Customer Service training is a one-time attendance requirement. Leaders may choose to send select employees back through the training if the need is warranted.

Reporting of OPEX training will be in compliance with the IMCOM reporting requirements, outlined in IMCOM OPORD 18-107.

### **Initial OPEX Training**

The OPEX course helps Garrison professionals understand the Service Culture foundations and hone their skills in delivering outstanding customer service as promised in the Garrison Pledge to our Customers. The training clearly communicates standards to ensure consistent customer service delivery across Army IMCOM organizations. The course is also an essential part of on-boarding new team members, setting the standard and foundation of success for customer service delivery.

The target audience for OPEX Training are all members of the Garrison. New employees should complete OPEX within their first 30-90 days of employment, if possible. Leaders have flexibility in how best to prioritize the scheduling of staff to attend OPEX training:

- It is recommended that all Garrison staff attend OPEX because a key tenant of a customer-focused culture is that all customers, both "external" customers who utilize IMCOM's "front-door" programs/services, as well as the "internal" customers (aka "back-door") who serve each other as a team in executing the IMCOM mission, deserve courtesy and respect. The principles taught in OPEX equally apply to both audiences.
- Soldiers assigned to IMCOM are expected to attend.
- Contractors could attend depending on the nature of their contracts and local requirements (for example, some contracts say the contractor is expected to provide a fully trained employee, so the Garrison wouldn't want to incur an expense that violates stipulations of the contract).

OPEX is a four-hour course that focuses on the service experience, successfully resolving challenging situations with customers, and being a professional when serving Garrison customers. Topics include:

- Learning Garrison Service Culture foundations.
- Creating strategies to deliver on the Garrison Pledge to our Customers.
- Applying the eight CUSTOMER techniques:
  - Cheerful Greetings – for every customer.
  - Use Positive Communication, in person, on the phone, and in email.
  - Show a Positive Image – Be Professional.

## Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04

- Teamwork – supporting the IMCOM team.
- Own your job – take responsibility for the role you play in service delivery.
- Make it up to the customer – Solve problems at the lowest level.
- Extra mile – exceed customer expectations.
- Remember to thank every guest.
- Developing strategies to resolve challenging situations.
  - Analyzing the root of customer dissatisfaction.
  - Using the BEST strategy to solve problems:
    - Be There
    - Empathize.
    - Solve.
    - Thank.
  - Projecting professionalism when delivering customer service.

### **OPEX for Leaders Training**

The OPEX for Leaders course is a key component of building a service culture in the Garrison. The training supports leaders in engaging their employees and delivering the promises of the Garrison Leadership Pledge, focusing on key behaviors such as empowerment, recognition, and communication.

The target audience for OPEX for Leaders are managers and supervisors, who should take this training in addition to initial OPEX training. The Garrison Service Culture Educator will deliver OPEX for Leaders training for directorates (- Family and MWR).

OPEX for Leaders is a four-hour workshop in which Garrison leaders develop a personalized action plan that includes specific improvements to deliver the Garrison Leadership Pledge. The workshop focuses on leaders delivering excellent customer service to internal customers, setting up team members for success, and effectively communicating with team members. Topics include:

- Generating ideas to improve internal customer service to team members.
- Creating strategies to empower team members.
- Building a positive recognition plan.
- Adapting one's own communication based on team members' preferred communication styles.

### ***Annual Customer Service Refresher Training.***

The Garrison will continue to provide opportunities for the workforce to refresh their skills every year in customer service delivery. Annual refresher training keeps the Garrison focused on the importance of creating value for our customers through consistent and easily-accessible service.

Beginning the fiscal year after completing initial OPEX and OPEX for Leaders training, Garrison professionals will complete shorter annual customer service refresher training



**Enclosure 4 (OPEX Customer Service Training) to Garrison Service Culture Campaign (SCC) Policy Letter, DPTMS - 04**

to maintain customer service competency and build higher-level skills. Refresher training for Employees can be conducted at the lowest level, while OPEX for Leaders will be facilitated by the Garrison Service Culture Educator.

A variety of targeted OPEX and OPEX for Leaders refresher training topics are available in the Service Culture Campaign SharePoint page ([https://army.deps.mil/army/cmds/imcom\\_HQ/SCI/SitePages/Home.aspx](https://army.deps.mil/army/cmds/imcom_HQ/SCI/SitePages/Home.aspx)) to meet the needs of learners and facilities, including:

- Stand-alone OPEX and OPEX for Leaders follow-on lessons that OPEX Facilitators can deliver, either in classroom settings or directly at the facility/program level.
- "Hip-pocket" training—refresher training guides written for leaders to be able to directly deliver to staff at a meeting or a short training session.
- Leader workshops focused on how to sustain a service culture.